

GOALS FOR BOSTON

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Chairman's Letter

This summer, Goals for Boston celebrates its fifth year of activity. To mark this milestone, the Goals for Boston Participants' Forum scheduled for June 24th will devote itself to reviewing five years of progress through public/private partnerships in Boston. The Participants' Forum, "Partnerships for Neighborhood Development", will be held from 8:00 to 10:00 a.m. in the Enterprise Room at State Street Bank and Trust Company, 225 Franklin Street in Boston. Our keynote speaker will be Peter Goldmark, Group Vice President of Times Mirror Company. Goldmark previously served as Executive Director of the Port Authority of New York and New Jersey; Director of the Budget, State of New York; and Secretary of Human Services for the Commonwealth of Massachusetts. He will address the private sector's role in community development and neighborhood revitalization. Further information on panelists will be forthcoming, but I urge you to mark this date on your calendars now.

Given this anniversary, it is timely to cast our thoughts back and consider some highlights of partnership activity in Boston, and to realize the progress we have made in building collaborative entities to address key intractable urban problems.

In June 1982, James Rouse spoke at a Boston conference on public/private partnerships sponsored by the Committee for Economic Development and the Boston Private Industry Council. Best known in Boston as the developer of Quincy Market, Rouse raised a challenge to our civic leaders, emphasizing that addressing the needs and problems of our cities in a new era of decreased federal funding was going to require a new collaborative management style. The public, private and nonprofit sectors would have to become partners with shared goals and shared resources.

Rouse's message had a powerful impact on those attending the conference. As a response, one month later the first Goals for Boston Participants' Forum was held. Leaders from Boston's business, government, nonprofit and community sectors began to explore new ways of discussing and implementing urban policy. Such an approach has continued and the results have not been insignificant.

For example, less than a year after the formation of Goals for Boston, the Boston Housing Partnership (BHP) was created in an effort to merge public and private resources to address the need for affordable housing in the city. The goal of the Partnership's initial program was to rehabilitate 700 units of multi-family deteriorated rental housing. The Partnership has nearly completed all 700 units in sixty-nine buildings, and BHP has embarked on other challenging projects, including the rehabilitation of 957 apartments in its "Granite Properties" initiative.

Another area where the impact of partnership activity in Boston has been significant is in education and job training. In 1982, the Boston Compact was a freshly forged agreement between the schools and the private sector; today it is a national model of successful school/business collaboration.

During the summer of 1982, 850 high school students found jobs through the Boston Summer Jobs Program; the goal for this summer is 2,800 jobs. Goals for Boston initiated a fifth grade remediation program subsequently adopted by the Boston School Department. Other partnership activities over the past five years have included an adult literacy program and a wide range of collaborative job training and employment initiatives through the Boston Private Industry Council.



William S. Edgerly, Chairman, State Street Bank and Trust Company

The Boston business community established the Boston Plan for Excellence, a public education foundation which has launched a number of separate initiatives in support of public schools. One of its most acclaimed programs is the recently created \$5 million ACCESS scholarship fund that will ensure that every graduate of the Boston public schools who wants to go to college will have the opportunity to do so.

Public/private partnerships in Boston are no longer considered intriguing models to test; successful partnerships now exist to undertake work in job training, education, housing and neighborhood development. Public, private, nonprofit and community sectors have come together to discuss and undertake action on issues ranging from neighborhood crime to dropout prevention, and from neighborhood vitality to drug abuse.

Our civic leaders recognize that most of today's issues cross traditional boundaries between business and government. We have learned that when we cross those boundaries we can make our community stronger. We have accomplished a great deal together in the past five years. We can do more, and there is much more to be done.

W S Edgerly

JOB TRAINING

GOALS FOR BOSTON

Opportunity in Boston

When Carolyn Golden Hebsgaard joined the Boston Private Industry Council last October, all that existed of Opportunity in Boston (OIB) was a concept and a letter of commitment to the program signed by twenty CEOs of Boston's major companies. Six months later, OIB is up and running, and it is clear that Golden Hebsgaard's energy and enthusiasm have made the difference in a fast start-up for this program. "I'm having a wonderful time," she says. "It's a tremendous challenge and I love it."

Working closely with a team of human resource representatives from OIB's member companies, Golden Hebsgaard has developed a comprehensive strategy for OIB's first year, designed to improve the image of Boston as a place to live and work for minorities. To accomplish this, OIB has launched a network expansion effort, creating a corps of "ambassadors" for Boston: a group of minorities representing the private sector, local and state government, the clergy, and the medical and academic communities who have volunteered to serve as a resource.

"What's really exciting is that they are as involved as I am in what we're doing. It's not as though I'm doing it for them. I think that this – in addition to the top-level support we have at each participating company – is going to be key to our success."

Carolyn Golden Hebsgaard

"Suppose a bank is interviewing a minority trust officer from out of town," explains Golden Hebsgaard. "The bank's human resources people will be able to go to this list of minorities and select someone with whom the candidate can spend some time. The ambassador would discuss what it is like to live in Boston and help the candidate to realistically evaluate that job opportunity. What we're really doing is formalizing the process of accessing networks for minorities in Boston."

An orientation session was held for OIB's first group of ambassadors at the end of March. At that time 155 people had signed up and agreed to serve. Golden Hebsgaard says that the idea has been extremely well-received by the community. "I sent a letter to 30 black churches in the Metropolitan Boston area asking each minister to identify two members of their congregations to represent the church as ambassadors. They were ecstatic."

Golden Hebsgaard is particularly positive about the process of working with representatives from participating companies. "What's really exciting is that they are as involved as I am in what we're doing. It's not as though I'm doing it for them. I think that this – in addition to the top-level support we have at each participating company – is going to be key to our success."

OIB has also begun a monthly series of formal open houses at participating companies. The purpose of such gatherings is to enable representatives from the minority community to tour

the company, view work areas, gain a sense of the work environment, and talk to hiring officers within the company about the kinds of openings the company might have. The intent is for the participating company then to use this group of people as continuing resources for referrals.

Thirty-nine of Boston's companies have now signed letters of agreement with OIB, committing to report annually on the numbers of minorities, Boston residents and Boston high school graduates hired. These figures will be aggregated and issued in an annual report.

OIB's Network Expansion Subcommittee is now assembling a book that will help refer people who are looking for jobs to the appropriate person and place. The Resource Guide to an Opportunity in Boston is scheduled to be completed in time for OIB's spring reception at the Marriott Hotel on April 30. For more information on the reception or on Opportunities in Boston, contact Carolyn Golden Hebsgaard at 423-3755.



Peter H. McCormick, Chairman of Bank of New England, will serve as chairman of this year's Boston Summer Jobs Program.

"I'm delighted to have such an opportunity," said McCormick. "Since its inception in 1981, this program has proven a great success, expanding from 522 jobs in the first year to almost 2,600 last summer. Our goal in 1987 is 2,800 jobs, and we expect to experiment with a new approach this year by launching a pilot program for college freshmen and sophomores which would be a logical link to the Opportunity in Boston and ACCESS programs. We look forward to a productive summer."

EDUCATION

GOALS FOR BOSTON

Progress on the Dropout Front

Last August when Boston's mayor, school superintendent and school committee president agreed to wage war on Boston's 43% dropout rate, few realized how quickly results would be seen. Their Dropout Prevention and Reentry Agreement pledged to direct \$2 million of the school system's budget towards efforts designed to cut the city's dropout rate in half over the next five years while doubling the capacity of alternative education programs. In early February, plans were announced that represent the first important steps toward turning these promises into realities.

Alternative Education Programs Expanded

Through the Mayor's Alternative Education Initiative, plans are now in progress to create nearly 500 new places for students in alternative education programs on top of the 650 places available in 1986. Boston Community Schools' alternative high school and middle school programs have expanded to six new sites serving 170 new students.



Ted Dooley, Executive Director of the Boston Compact

An alternative high school program opened at the Deer Island House of Corrections in early April, and support services will be provided to a model English as a Second Language after-school program at the Quincy Community School. Through the Mayor's Office of Jobs and Community Services, thirteen agencies have been funded throughout the city to create 295 new seats in expanded or new alternative education programs.

In addition to this expansion, Boston Public Schools (BPS) are presently working with Boston Community Schools and the Mayor's Office of Jobs and Community Services to retool alternative education programs to conform to BPS standards. As a result, students who have dropped out of high school will be able to work toward BPS diplomas while attending community-based alternative schools.

"We're taking BPS programs out into the community to make them more accessible to kids who haven't wanted or been able to stay in the traditional school environments," explains Ted Dooley, executive director of the Boston Compact, who headed Superintendent Laval Wilson's At-Risk Task Force. "We're creating a whole constellation of store-front alternatives that will have the BPS seal of approval."

Prevention Efforts Expanded

Dropout prevention efforts also are focusing on the expansion of two proven programs, Compact Ventures and Project Promise, so that 1,700 middle and high school students will receive remediation services this year.

First started in 1984 as a pilot program in Dorchester and English High Schools, Compact Ventures aims to prevent at-risk ninth graders from dropping out. During the program's first year of operation, the dropout rate of Dorchester High School ninth grade students was cut in half, from 22% to 11%, and the dropout rate of English High School ninth graders declined from 25% to 16%.

When its expansion is complete, the Compact Ventures programs will function in ten high schools. In addition, the program will be "deepened" to include tenth, eleventh and twelfth graders in three pilot schools. According to Jackie Rasso, manager of Compact Ventures for the PIC, once the programs are in place approximately 100 students will be served in each school.

Project Promise, another dropout prevention initiative undergoing expansion, is an extended time program directed at middle school students with low basic skills. Akin to Compact Ventures, students receive individual attention with a parallel focus on developing a team identity. Once expanded, Project Promise will serve 1,000 students in three schools.

Ted Dooley is confident that these programs will have a significant impact. "It's important people hear that we're not just blue-skying dropout programs," he said recently. "We're putting \$2 million now into programs that are going to serve between 1,800 and 2,200 kids this year. I know we're going to reduce the dropout rate. I know the services being provided and I know that they're going to make a big difference."

"When we started the Summer Jobs Program everyone said, 'You may be able to place a few hundred kids, but you'll never be able to find jobs for a thousand, forget it!' We're going to place 2,800 kids this summer. The same thing is true about the dropout rate. It's a little more complex, but it can be done. You've just got to keep working at it."

Robert Beal Executive Vice President The Beal Companies

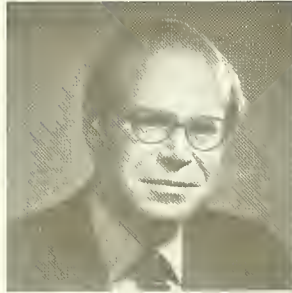
The issue of affordable housing goes back a number of years. When I was president of the Greater Boston Real Estate Board in 1978-1979, we questioned whether we were falling behind in the production of housing. At that time we needed 40,000 units a year to stay even, and we were only building around 12,000 to 14,000. As a result, we put together a housing task force and tried to identify what the problems really were and how we might solve them. The question we kept asking was "Where will our children live?"

An important concern today has to do with government's role in supporting low-income housing. At the federal level, we need the administration and Congress to say "How can we help?" This, in fact was the attitude that wrote tax credits for low-income housing into the new tax reform act. And it has produced an agreement on the part of HUD to help community development corporations rehabilitate nearly 1,000 units of the Granite properties in Roxbury and Dorchester. At the state and local levels, we've seen the SHARP program, linkage, and other innovations. Both the public and private sectors need to work much more actively to create a delivery system that actually produces decent, affordable housing in neighborhoods where it is needed. This means the city and state as well as federal governments, and it means the for-profit and not-for-profit elements of the private sector.

Here in Boston, we've created a unique set of collaborations, such as the Boston Housing Partnership and the Massachusetts Housing Partnership, among others. The greatest challenge is to try to be as creative as possible, given the fact that resources are limited. The Boston Housing Partnership is an example of such creativity. We have been able to figure out new ways of addressing the issues of expanding rental housing as well as how to increase opportunities for ownership.

When a coalition of city, state and private sector leaders sat down at a meeting four years ago on the issue of HUD distressed properties, everybody was going in different directions. What we all focused on was the fact that the largest collection of such "distressed properties" in the United States was here in Boston, the 2,000-unit block of "Granite Properties." We realized that rather than arguing amongst ourselves, we had to build a coalition. By putting tenant advocates in a room with the government and business leaders, we created a unique coalition that has been quite effective.

We're delighted that the Boston Housing Partnership has undertaken the rehabilitation of 1,000 units of the Granite Properties. We're very proud of what has been accomplished through linkage. This is not to say that we've solved the problem; it's not going to just go away. The pressure is going to continue to build and that's why we must focus on all fronts.



William Jones Executive Director Codman Square Housing Development Corporation

Our first project was the acquisition of a vacant, arson-prone building that backed two buildings that were destroyed by fire. This was prior to the rapid housing price inflation that we're experiencing now. One of the people who ultimately financed the project was very concerned that he might be financing a "diamond in a mine field." This has since become a joke between us when we reflect on the value that has been created around this project. What we now have is a "diamond field," with the adverse effect that with rising values many of the families who live in the neighborhood are now slowly but surely being pushed out.

Through the Boston Housing Partnership projects we are trying to acquire as much rental property as possible and, by our ownership, hold the tide against rising housing prices by making the units as affordable as possible. It never ceases to amaze me that we now think of a \$600 a month unheated rental unit in our neighborhood as a low rent, when in 1981, a high rent was \$250. In just six years \$250 is no longer possible anywhere in Boston and \$500 to \$600 has become the norm.

We are currently able to keep rents affordable through a blend of rental subsidies and lower cost financing. In the case of our Norfolk Terrace project (with no direct subsidies), the initial financing was structured in a way to support what was, at the time, an average \$350 rent for a three-bedroom apartment. Because of the way it was financed, we've been able to hold the line on that kind of rent, with only modest 6% annual increases over the last three years.

A major problem for CDCs is one of economic stability. For CDCs to be effective, they need to be able to count on a certain level of renewable administrative funding. The Neighborhood Development Support Collaborative is a major step towards addressing this problem.

Another common concern is to attract and keep good staff. There is a need to achieve greater equality between salaries in the non-profit housing/economic development area and in the private sector. If the current disparities weren't so great, I think a lot of people would be happy to stay in the non-profit sector. We also need to find ways to generate a new sense of public responsibility among students graduating from college. When I was getting out of school, many wanted to work in this field because it was a good thing to do. We're not seeing that commitment to community service in today's graduates, and this is something that has to be addressed at the campus level.



Melvyn Colon
Executive Director
Nuestra Comunidad
Development
Corporation

I believe that one of the most serious problems we're facing right now in housing rehabilitation as well as new construction is the difficulty of finding contractors willing to bid on contracts and quote reasonable prices given the building boom going on in Boston. We may need to create some alternatives, such as utilizing new building technologies or by establishing relationships through some kind of linkage with downtown developers. If it's not going to be possible to build a three-bedroom structure for less than \$80,000 or \$90,000, then it will require significant subsidies to make that house affordable to most people.

The private sector has made a significant effort through the Boston Housing Partnership to demonstrate to the city that CDCs can undertake effective rehabilitation. But we also need to demonstrate our effectiveness in new construction. There are only five non-profits in the city that have successfully undertaken new construction, and there will be a lag while the other non-profits catch up. On the one hand you see the city of Boston making every effort to dispose of its land as much as possible for affordable housing at a time that developers are clamoring for land (not necessarily to be used for developing affordable housing), and on the other you have CDCs with track records of providing affordable rehabilitated housing, having very little experience in new construction. Our aim in such a dynamic arena continues to be to develop this expertise through technical assistance from the Housing Partnership, its corporate supporters or from the Local Initiatives Support Corporation's new Neighborhood Development Support Collaborative.



Patrick Clancy
Executive Director
Greater Boston
Community
Development, Inc.

What is clear to me from talking to many of the people who are looking at the community-based development sector nationwide is that Boston has taken community-based development to a level of productivity, scope and scale that is unmatched by virtually any city in the country.

There are, of course, always a myriad of problems and difficulties. Community-based affordable housing development addresses a set of needs not being dealt with in any substantial way by private enterprise. In this most difficult and challenging part of the development spectrum, solutions require a level of technical and managerial capacity as sophisticated and creative as the capacity needed by private developers doing mega-projects downtown.

Since the early 1970's, Boston has been on an exponentially rising curve in the assembly of resources and capacity to meet the challenges of community-based development of affordable housing for low- and moderate income people. In the first major stage of activity into the early 1980's, a wide variety of neighborhood and civic organizations developed a vision of housing solutions needed in their communities and undertook a growing number of smaller scale individual development projects to meet those needs. Several thousand units of housing in total were produced through those initial efforts. Added to those individual efforts in a second stage was widespread and concerted support by major civic actors, financial institutions, state and local government and others that enabled some of these efforts to be scaled up and aggregated in a way that greatly enhanced production. We are now entering a third stage complementing continued growth of the individual project efforts and of the larger programmatic efforts – with a focus on enhancing the managerial and technical abilities of community-based development institutions for the long term.

As the full impact of the abandonment of the federal government's commitment to affordable, decent housing begins to be realized, there is increasing recognition of the need for effective action to meet the housing needs of the poor. The success, growth and dynamism of the community-based development sector in Boston will point the way for the rest of the country to look increasingly for creative, entrepreneurial and focused efforts of real scale to meet the housing needs of those with modest means.



HOUSING

GOALS FOR BOSTON

Collaborative Effort Launched

In March, the newly-formed Neighborhood Development Support Collaborative, convened by the Boston arm of the Local Initiatives Support Corporation (LISC), announced an unprecedented \$4.5 million fully funded program to support Boston-based community groups in developing low-income housing.

In what may be the first such initiative anywhere in the nation, the Collaborative represents a unique consortium of local foundations, public agencies, charitable organizations and the United Way of Massachusetts Bay. The five-year project aims to help meet the rising local demand for affordable housing. The Collaborative's promising initial efforts have been undergirded with a major grant from the Ford Foundation of \$1.5 million, a significant acknowledgement of the importance of this locally-developed initiative.

"This is an unprecedented commitment to housing by a local United Way agency... We hope this will be a model that other cities will follow."

Bernard McDonald

One of the collaborative's most significant aspects has been the participation of the United Way. With its \$1.8 million contribution, the United Way of Massachusetts Bay is supporting housing development agencies for the first time in its history. "The United Way has been discussing ways of helping the community deal with the housing crisis," said John Larkin Thompson, president of Blue Shield of Massachusetts and chairman of the board of the United Way. "We believe this collaborative approach will have a significant impact on helping to ease the housing shortage in Greater Boston."

The Ford Foundation cited the United Way's participation in collaborative funding of housing as a principal reason that Ford committed \$1.5 million to the project. "This is an unprecedented commitment to housing by a local United Way agency and an unprecedented effort by the United Way to work with other philanthropic and government leaders in the community. We hope this will be a model that other cities will follow," said Bernard McDonald, Ford Foundation official.

The need for such a program has its roots in Boston's affordable housing crisis. Boston area not-for-profit community development corporations (CDC's) are now at the forefront of local affordable housing production and require added resources to continue this critical work. CDCs have experienced enormous expansion of development opportunities and activities, while at the same time, real estate values have skyrocketed and greatly depleted the stock of affordable housing.

The Boston Housing Partnership (BHP) reports that over the past two years the number of rental units owned or under development by the eleven community development corporations participating in BHP programs jumped from 326 to 2,435. While the success rate of these organizations is high, their sup-

porters want to strengthen further the organizations' management capabilities to insure that they are able to meet the demands of continued expansion.



"This has been a true Collaborative in every sense of the word," says Carol Glazer, program officer of the Boston Office of LISC. "The participating foundations, public agencies and BHP have been actively involved in shaping this ambitious program."

The new \$4.5 million fund created by the Neighborhood Development Support Collaborative will make annual grants to up to ten local community development corporations in the range of \$35,000 to \$65,000 a year over a five-year period. Modeled after the National Arts Stabilization Fund, the Collaborative aims to support the operating needs of participating CDCs with predictable annual support, with renewed funding contingent upon each organization's success at meeting financial, managerial and program performance objectives.

In addition, participating CDCs will receive funds to hire consultants to review their agencies' management and long-range planning capabilities. Applications have been submitted by twenty-four CDCs and the selection process is now underway. The ten participating groups will receive funding in May.

The Collaborative's other funding partners include the Boston Foundation, the Boston Globe Foundation, the Hyams Foundation, the Riley Foundation, and the Clipper Ship Foundation.

Key community development agencies, both public and private, have worked closely in planning the program. They include the Boston Housing Partnership, the City of Boston Public Facilities Department, the Commonwealth of Massachusetts Executive Office of Communities and Development (EOCD), Community Economic Development Assistance Corporation, Community Development Finance Corporation, and the Massachusetts Association of Community Development Corporations.

For more information on the Neighborhood Development Support Collaborative, contact Carol Glazer at the Local Initiatives Support Corporation, c/o The Boston Foundation, 60 State Street, Boston, MA 02109, telephone 723-7415.

NEIGHBORHOOD ALLIANCES

GOALS FOR BOSTON

Neighborhood Justice Network

Thanks to the efforts of Boston's more than 200 active crime prevention groups, neighborhood streets are no longer the safe havens for drug dealers, thieves, muggers and rapists that they once were. Not only have residents organized to prevent crimes in their own neighborhoods, but, through Strike A Balance, a neighborhood-court cooperation project sponsored by the Neighborhood Justice Network (NJN), residents are now crowding into the city's courthouses with an aim of heightening awareness of community concerns.

"The idea behind STRIKE, is that through more regular interaction between judges, district attorneys and neighborhood residents, the courts will become more sensitive to the needs and concerns of neighborhoods, and neighborhoods will come to understand the problems and limitations of the courts and where the potential for greater cooperation exists."

Crisley Wood

In recent years, public frustration with the court system has intensified. Neighborhood residents have seen defendants receive probation or jump modest bail and then promptly return to their neighborhoods to commit crimes again and again. Many of those who had devoted time and energy to neighborhood improvement had begun to see their own work as increasingly futile.

In an effort to address this problem, NJN created the Strike A Balance (STRIKE) project last summer. NJN is a privately funded nonprofit agency that aims to help citizens improve the safety of their neighborhoods. "The idea behind STRIKE," explains Crisley Wood, executive director of NJN, "is that through more regular interaction between judges, district attorneys and neighborhood residents, the courts will become more sensitive to the needs and concerns of neighborhoods, and neighborhoods will come to understand the problems and limitations of the courts and where the potential for greater cooperation exists."

Since July 1986, NJN has helped neighborhood groups follow cases in Dorchester, Roxbury and Jamaica Plain. A sample of the cases includes an attempted murder, chronic burglary, rape of an eleven-year-old girl, handbag-snatch and assault, possession of a shotgun with related assault charges, auto theft, and numerous drug possession and distribution cases. Neighborhood residents do not follow cases randomly, but focus on incidents and arrests that have occurred on their own streets.

NJN encourages neighborhood residents to become involved in various stages of the criminal justice process. For example, residents are encouraged to attend bail hearings because their presence demonstrates the strength of a neighborhood's con-

cerns about a case, and can help to give a judge cause to set a higher bail. "This is important because many defendants anticipate low bails and are prepared to pay them with no intention of returning for their trials," says Wood. "This is particularly true of drug dealers, who consider bail a business expense and set aside the standard sums of \$500, \$1,000 and \$1,500 to turn over to the court.

The program also attempts to bring assistant district attorneys (ADAs) in closer contact with neighborhood groups. Because of the size of their caseloads, ADAs often have incomplete records on the defendant at the time of the bail hearing and little knowledge of the circumstances of the crime. Whenever possible, NJN arranges meetings between the crime watch group and the ADA prior to trial date.

"The positive effects of these meetings last beyond the specific case," explains Wood. "What is often an attitude of distrust in the neighborhood toward the ADA turns to one of understanding. The effect on the ADA is just as powerful. He or she has, after all, sat in a person's living room and listened to the neighborhood's perspective. The ADA who met with the School Street crime watch recently told us that every time a case comes from that area, a red flag goes up – the case has more meaning to him."



Police Commissioner Francis Roache speaking at a recent conference sponsored by Neighborhood Justice Network and State Street Bank and Trust Company.

A new computerized system created by Police Commissioner Roache and Mayor Flynn tracks repeat drug and weapon offenders. The program, Citizen-Law Enforcement Warning System, will allow NJN to present statistically sound background information on defendants to ADAs.

NJN also works with neighborhood groups to develop strategies for successful involvement at other stages of the criminal justice process, such as during sentencing and at the time of probation decisions. Plans are now underway for a conference sponsored by NJN in September to bring together community residents and key players in the court system to discuss problems and collaborative efforts towards solutions.

For more information on NJN and the STRIKE program, contact Crisley Wood at the Neighborhood Justice Network, telephone 423-1262.

NEW INITIATIVES

GOALS FOR BOSTON

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Boston Against Drugs

A new generation of business/neighborhood partnerships was set in motion in January when Mayor Raymond Flynn announced the creation of the Boston Youth Partnership, a \$5 million initiative designed to increase the capacity of health, education, employment, job training, recreation and outreach programs for Boston's youth.

In issuing a series of specific proposals, Mayor Flynn called upon the city's neighborhood organizations, businesses, human service agencies, parents, and youth to join with him in creating a dialogue aimed at generating "essential interaction between those most knowledgeable about our city's youth."

"Many kids feel that there is a wall between them and the downtown business world. They see the buildings, but they don't feel that they'll ever be able to work there."

Paul Barrett

One component of the Boston Youth Partnership that is already well underway is Boston Against Drugs, an effort aimed at better coordinating groups working on drug prevention. Four major players joined forces to launch the Boston Against Drugs effort: the city of Boston (including the Police Department), Boston businesses, the city's public and parochial schools, and the Boston Community School Program. Launched by the Greater Boston Chamber of Commerce's Special Task Force on Drugs, Boston Against Drugs is chaired by Gerry Freche, president of New England Telephone.

Acting as an umbrella organization for other groups involved in drug prevention, Boston Against Drugs will wage a three-pronged attack on substance abuse through a combination of in-school educational programs for middle-school students, out-of-school education programs that will target hard-to-reach adults and youth, and a communications program that will make use of public service announcements in broadcast and print media.

The in-school educational component is the result of an innovative partnership between the Boston Police and the city's schools. Modeled after New York City's Special Program to Educate Children about Drug Abuse, the program has received rave reviews from fifth and sixth graders and their teachers in Boston's public and parochial schools. A series of eight weekly teaching modules is presented by specially trained police officers with the aim of building students' self esteem and personal awareness and altering their attitudes about drug use.

In an effort to educate hard-to-reach youth about substance abuse, a business/neighborhood adoption program is now being piloted in four neighborhoods. The intent of the program is to link a business to the community through a community school or recreation center so that businesses can assist in developing more attractive alternatives to drug use, and provide young people access to job opportunities.

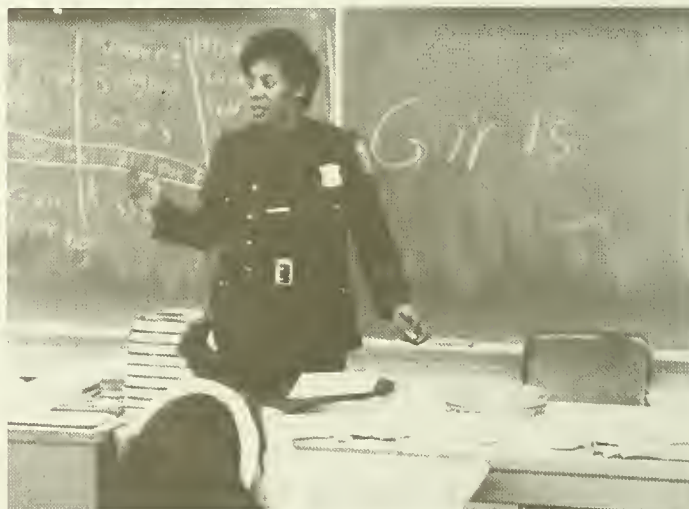
"We recently held our first neighborhood meeting in South

Boston," explained Paul Barrett, Director of Park Programming. "Many kids feel that there is a wall between them and the downtown business world. They see the buildings, but they don't feel that they'll ever be able to work there."

"If you have a representative from business coming into the neighborhood on a regular basis," he continued, "we believe some real relationships are bound to develop. Even though the program is directed at substance abuse, we think that some positive spin-offs could come about, such as formal job training and job access programs.

Currently four businesses have "linked up" with neighborhoods: New England Telephone with Dorchester, MassPort Authority with East Boston, The Gillette Company with South Boston, and Bank of New England in Roxbury.

Boston Against Drugs' third "weapon" against drugs will be a communications program to build awareness of the campaign, coordinate efforts, and attempt to reach those youth and adults who are not being reached through other channels. A promotional campaign is being developed by the Harold Cabot Agency at the request of the Advertising Club of Greater Boston.



BAD's in-school program in action... Officer Nadine Taylor teaches students about the danger of drugs.

For more information on Boston Against Drugs, contact Joan Rahavy, executive director, Boston Against Drugs, Greater Boston Chamber of Commerce, P.O. Box 1275, Boston, MA 02104, telephone 737-1812.